



DEPARTMENT OF THE ARMY AND THE AIR FORCE
OFFICE OF THE ADJUTANT GENERAL
CALIFORNIA NATIONAL GUARD
9800 GOETHE ROAD – P.O. BOX 269101
SACRAMENTO, CALIFORNIA 95826-9101

CAJS-HR-PS

MEMORANDUM FOR Selecting Official

SUBJECT: Selection Procedures

1. Upon receipt of the Certificate of Eligibles, the selecting official or review panel will:

a. Review each application for federal employment, i.e., SF-171, Application for Federal Employment, OF-612, Optional Application for Federal Employment, resume or other written format.

b. If the Certificate of Eligibles lists **more than three** Group I and/or Group II applicants, reduce the list to the **three best qualified applicants** by using the evaluation process (see Enclosure 1). The evaluation process used to determine the three best qualified applicants consists of:

(1) Using all Knowledges, Skills and Abilities (KSA's) shown on the vacancy announcement and CAL NG Form 690-5, Candidate Selection Worksheet, to rate each applicant.

(2) Using NGB Form 300-3, Knowledges, Skills and Abilities Category Worksheet, to determine numerical scores of all qualified applicants. The applicants with the highest numerical scores are determined to be the three best qualified applicants. The selecting supervisor or review panel must provide a copy of the evaluation process (CAL NG Form 690-5 and NGB Form 300-3) used to obtain the numerical scores. Instructions on the evaluation process are found in the Technician Personnel Manual (TPM), Annex A.

2. After the three best applicants have been determined, the selecting supervisor or review panel may make a selection by reviewing the applications and/or by interviewing each applicant. **If one applicant is interviewed, all applicants must be interviewed.** The selection interview allows the selecting official or review panel to:

a. Evaluate the applicant's motivation, level of interest, and oral communications skills.

b. Provide the applicant with an opportunity to gain specific, detailed information regarding the position.

c. Provide the applicant with the opportunity to furnish additional information that may not be on the application.

3. If an interview process is used, questions should be asked to solicit job related information to assist in evaluating the candidates KSA's to perform the duties of the position. Do not ask personal questions (questions about family, marriage, religion, politics, or his/her personal life is an invasion of privacy and unnecessary in the job interview). Ask each applicant the same questions in the same way (see Enclosure 2 for interview tips). Standard questions that may be asked are:

a. Questions which will assist the applicant in describing experience, education, training, achievements and suitability that relates to the KSA's required for the position.

b. Questions about willingness to accept working conditions, such as shift work, travel, hours of duty, etc.

c. Open ended questions which allows the applicant to demonstrate his/her interest and potential motivation if selected for the position.

4. A telephone reference checklist is enclosed (Enclosure 3) to assist you when contacting former or current supervisors prior to finalizing your selection.

5. Prior to the completion of the selection process, the selecting supervisor must certify that the selected applicant is or will be assigned to a compatible military position prior to the effective date of the personnel action.

6. The selecting supervisor must sign and return the Certificate of Eligibles **with all required documents. Please refer to the Selection Procedures Checklist . (Enclosure 4).** If the applicant selected is a current permanent technician, complete a Request for Personnel Action (SF-52), and Technician Performance Appraisal Report (CAL NG Form 430). If the selected applicant is a new appointee the required documents must be accompanied by a complete appointment package (all forms required for appointment are listed in the Technician Personnel Manual (TPM, Chapter 3).

7. If a selection is not made and there are five or more applicants, a statement addressing the reason(s) each applicant was non-selected must be forwarded with the Certificate of Eligibles.

8. If we may be of assistance, please call the Directorate for Human Resources, Personnel Staffing, at CAGNET 6-3598, DSN 466-3598, or (916) 854-3598.

4 Encl
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KENNETH J. COSGROVE
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Human Resources Specialist

EVALUATION AND SELECTION PROCEDURES

1. When it is necessary to refine a list of eligible candidates (more than three Group 1 or Group 2 applicants), the Knowledges, Skills and Abilities (KSA,s) listed on the vacancy announcement will be used to identify the **three best qualified candidates**. The KSA factors, rating scores and supporting documents will be noted on NGB Form 300-3 as indicated on the enclosed sample.

2. All experience described on the application will be evaluated in terms of type and quality in relation to the requirements of the position. If all ratings are equal, length of service will be used when there is a clear relation to quality of performance or when necessary to break ties). Experience will be rated on each KSA according to the following categories:

a. **"A" Level Experience.** Candidate possesses type and quality of experience that substantially exceeds the basic requirements of the position, including selective placement factors, and could be expected to perform effectively in the position almost immediately or with a minimum of training and/or orientation.

b. **"B" Level Experience.** Candidate possesses type and quality of experience that exceeds the basic requirements of the position and could be expected to perform effectively in the position within a reasonable period of time (e.g., 3 to 6 months).

c. **"C" Level Experience.** Candidate satisfies the basic requirements of the position, but: the type and quality of experience is minimal, and/or extensive additional training and/or orientation would be required to enable the candidate to satisfactorily perform the duties of the position.

3. Experience categories will be converted to numeric ratings according to the point value below based on the number of KSA factors:

THREE KSA FACTORS	FOUR KSA FACTORS	FIVE KSA FACTORS	SIX KSA FACTORS	SEVEN KSA FACTORS	EIGHT KSA FACTORS
A 33.3	A 25.0	A 20	A 16.6	A 14.2	A 12.5
B 28.3	B 21.2	B 17	B 14.1	B 12.1	B 10.6
C 23.3	C 17.5	C 14	C 11.6	C 10.0	C 8.7

For example, using five KSA factors, a candidate's combined category ratings of AABBC (20, 20, 17, 17, 14) converts to a total of 88.

4. After the three best qualified candidates have been determined, the selecting supervisor may select from the applications and/or interview **all three** candidates. After selection, copies of the NGB Forms 300-3 must be provided to the Human Resources Office along with all documents needed to support and process the personnel action.

KNOWLEDGE, SKILLS, AND ABILITIES CATEGORIES WORKSHEET

VACANCY ANNOUNCEMENT
NUMBER

99-55A

POSITION AND GRADE

Packer
WG 7002-06

NAMES OF APPLICANTS

POINTS

A = 33.3
B = 28.3
C = 23.3

Jane Doe

Clark Kent

Tom Jones

Mary Smith

S. T. White

Sunny Day

FACTORS

1. Ability to determine the material containers/devices needed to complete work with little or no review by the supervisor

23.3

33.3

28.3

28.3

23.3

33.3

2. Ability to use common hand tools and measuring devices.

23.3

33.3

23.3

28.3

23.3

33.3

3. Ability to operate material handling equipment (i.e., forklift, cargo trucks).

23.3

33.3

28.3

28.3

23.3

33.3

4.

5.

6.

7.

8.

TOTALS

69.9

99.9

79.9

84.9

69.9

99.9

REMARKS/DOCUMENTATION

DATE

Signature (selecting supervisor or personnel representative)

CANDIDATE SELECTION WORKSHEET

1. NAME OF CANDIDATE

2. PHONE

HOME

BUSINESS

3. ADDRESS

4. SELECTION PROCESS

☐ SF-171 REVIEW ONLY

☐ PERSONAL INTERVIEW

☐ PHONE INTERVIEW

(IF PERSONAL INTERVIEW), LOCATION: _____

DATE: _____

5. POSITION (TITLE & GRADE)

6. ANNOUNCEMENT NUMBER

7. AVAILABILITY DATE

SELECTION EVALUATION

Instructions: List 3-5 Knowledge, Skills and Abilities (KSAs) required for the position. For each of the KSAs listed, the interviewer must mark the candidate superior, above average, or average. Comments, either positive or negative, should be entered after each KSA.

1. KSA:

☐ SUPERIOR

☐ ABOVE AVERAGE

☐ AVERAGE

Comments: _____

2. KSA:

☐ SUPERIOR

☐ ABOVE AVERAGE

☐ AVERAGE

Comments: _____

3. KSA:

☐ SUPERIOR

☐ ABOVE AVERAGE

☐ AVERAGE

Comments: _____

4. KSA:

☐ SUPERIOR

☐ ABOVE AVERAGE

☐ AVERAGE

Comments: _____

5. KSA:

☐ SUPERIOR

☐ ABOVE AVERAGE

☐ AVERAGE

Comments: _____

Summary of Evaluation: _____

☐ Failed to show for interview.
(Did not call to advise)

☐ Withdrew from consideration

Date of withdrawal, how advised, and reason(s): _____

INTERVIEWER'S NAME AND TITLE

INTERVIEWER'S SIGNATURE & DATE

This form should be submitted to the personnel officer with the certificate of eligibles, SF-171 and other material.

DO NOT WRITE BELOW THIS LINE

For Personnel Office use only.

Reviewing Personnel List _____

Date: _____

INTERVIEW TIPS

DO: PHRASE QUESTIONS IN A POSITIVE, DECLARATIVE MANNER.

DO: USE OPEN-ENDED QUESTIONS.

DO: BASED ON THE RESPONSES OF THE APPLICANT, ASK FOLLOW UP QUESTIONS.

DO: BEGIN WITH EASY TO ANSWER QUESTIONS AND MOVE TOWARD DIFFICULT OR SENSITIVE QUESTIONS.

DO: TRY TO PRESENT A REASON FOR ASKING PARTICULARLY DIFFICULT OR SENSITIVE QUESTIONS.

DON'T: ASK A SERIES OF ROUTINE UNIMAGINATIVE QUESTIONS.

DON'T: ASK LEADING QUESTIONS THAT SUGGEST THE PROPER ANSWER.

DON'T: ASK QUESTIONS OR MAKE COMMENTS THAT REVEAL YOUR OWN ATTITUDES OR FEELINGS.

DON'T: ASK QUESTIONS ALREADY ANSWERED ON THE APPLICATION.

DON'T: ASK QUESTIONS THAT CAN BE ANSWERED WITH YES OR NO.

TELEPHONE REFERENCE CHECK

Name of Applicant

Person Contacted

Position or Title

Company (Employer)

City and State

Telephone Number

I would like to verify information given to us by (Mr. , Miss, Mrs.) _____
who is applying for a position with our agency.

1. What were the dates of his/her employment with you ?

From _____ 19 ____ To _____ 19 ____

2. What was the nature of his/her work? _____

3. What did you think of his/her work? _____

4. How would you describe his/her performance with other employees? _____

5. What job progress did he/she make? _____

6. Why did he/she leave your employment? _____

7. Would you re-employ? _____ YES or _____ NO (why not) _____

8. What are his/her strong points ? _____

9. What are his/her limitations? _____

10. How did he/she get along with others? _____

11. Did he/she have any personal difficulties that interfered with his/her work?

12. Could you comment on his/her

(a) Attendance

(b) Dependability

(c) Ability to take responsibility

(d) Potential for Advancement

(e) Degree of supervision needed

(f) Overall attitude

13. Is there anything of significance that we should know about?

Contacted by

Date

Selection Procedures Checklist

The following checklist is strongly encouraged for use by the remote personnel representatives to verify proper selection procedures have been followed and that the appropriate/required documentation is forwarded to the Directorate for Human Resources. Use of this checklist will decrease the number of returned Certificates of Eligibles and speed processing time of important personnel actions.

1. _____ Certificate of Eligibles annotated with the name(s) of the selectee(s).
2. _____ SF-52/CNG 690-2 is attached/enclosed (if a selection has been made).
3. _____ Original applications are being returned for each applicant.
4. _____ If there were more than three applicants, a CNG 690-5 (Candidate Selection Worksheet) for each applicant is enclosed. If a panel/board was used there should be a form for each board member for each applicant.
5. _____ If there were more than three applicants, all KSA's were used that were on the Vacancy Announcement.
6. _____ If there were more than three applicants, proper scoring was used.
(example: three KSA's A = 33.3, B = 28.3, C = 23.3).
7. _____ If there were more than three applicants, verify that the scoring on the worksheets match the scoring annotated on the NGB 300-3.
8. _____ Check the Math. Do not average, just add up the scores.
9. _____ Selection was made from the top three certified candidates.
10. _____ If any applicants were not considered, annotate the reason why (i.e. attempted to reach applicant for interview, interview refused, withdrawn from consideration at applicants request.)
11. _____ If no selection has been made and there were five or more certified applicants, attach a description of why each applicant was not selected.
12. _____ Compatibility verified against that listed on the vacancy announcement.
No discrepancies were found or a compatibility waiver request (CNG 690-10) is attached.
13. _____ Grade inversion does not exist.
14. _____ No "test" was administered of any kind.
15. _____ Priority consideration was afforded to certified Group-1 candidates
(when in doubt, ask the selecting official.)

I certify that I have reviewed the attached Certificate of Eligibles for VA# _____ and it is in compliance with the above checklist. I also understand that no commitment can be made to an effective date until the appointing authority (HRO) has approved this action.

Remote Personnel Representative